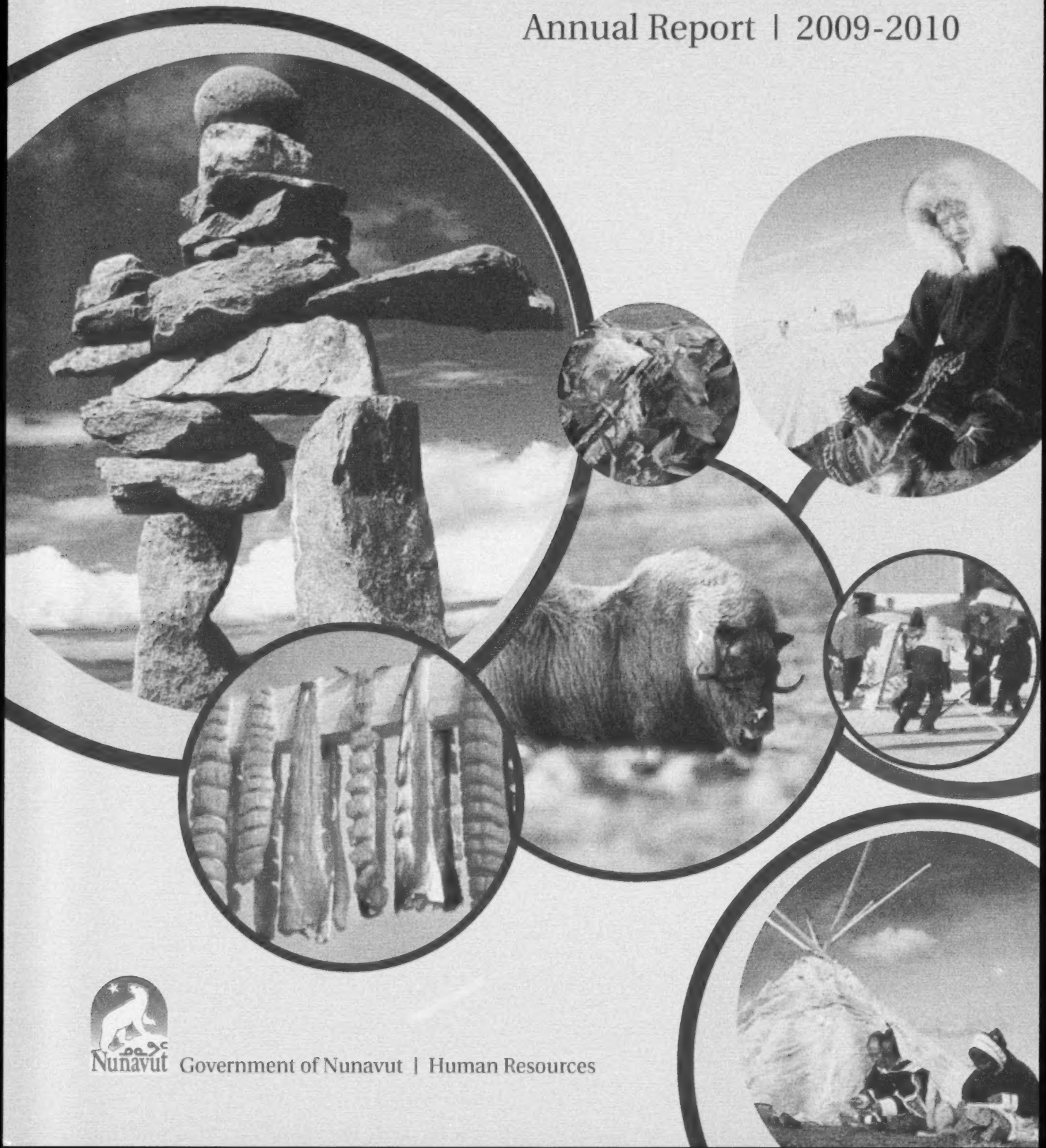
Public Service

Annual Report | 2009-2010



Nunavut Government of Nunavut | Human Resources

In accordance with Section 3(2) of the *Public Service Act*, I have the honour of submitting the Public Service Annual Report for the period April 1, 2009 to March 31, 2010.

Respectfully Submitted,

The Honourable Hunter Tootoo
Minister of Human Resources

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Note

Statistics contained in this report are for employees of the ten Government of Nunavut (GN) departments, Nunavut Arctic College, Nunavut Housing Corporation, and the Office of the Legislative Assembly. Statistics do not include employees of the Qulliq Energy Corporation or other GN boards/agencies unless specified.

1 Message from the Minister

As Minister responsible for the *Public Service Act*, I am pleased to present the 2009-2010 Public Service Annual Report. This report provides information on the management and direction of the public service in Nunavut and has been prepared in accordance with the legislative authority of the *Public Service Act*, the guiding principles of *Tamapta* and our commitment to Article 23 of the *Nunavut Land Claims Agreement*.

This past year has been both a busy and productive year for the public service. This report highlights some of the achievements in the public service and provides applicable labour force statistical information.

Throughout 2009-2010 work on a Code of Values and Ethics (Gavamakkut Iqqanaijaqtinginnut Iliiqqusiujarialiit) for Nunavut's public service was ongoing. A comprehensive workplan plan for revitalization of the *Public Service Act and Regulations* to ensure best practices in human resource management was developed.

To ensure best practices in human resource management, the Department of Human Resources undertook a Functional Review in 2009-10. The Review included an assessment of current programs and services with input from a variety of stakeholders including management and staff from Human Resources, client departments, and Deputy Ministers. Research and development of best practices, including a review of other jurisdictions was undertaken. A final report produced in December 2009 recommended the establishment of strategic direction for the Department, which included priorities, organizational structure, and process implications.

In 2009-10, the Department of Human Resources partnered with Saint Mary's University to deliver monthly training modules towards a Management Diploma. Graduation is planned for June, 2010. In the tradition of Piliriqatigiiniq (working together for a common cause) and while allowing our employees to study close to home, participants are able to gain excellent public administration skills that will greatly benefit the public service.

The Job Evaluation and Organization Design Division offered information sessions to departments. The objectives of the sessions was to promote understanding of job evaluation processes and services.

Through the promotion of the Performance Management Program, the commitment to continuously improving the public service was demonstrated. Leadership, Probationary Periods and Performance Management training modules were offered to a diverse group of GN employees, including senior managers in Iqaluit.

The Department of Human Resources recognizes the importance of cultural orientation in training employees to clearly identify and implement practical ways to incorporate Inuit values into the workplace. Cultural orientation sessions were delivered in conjunction with employee orientation sessions.

2009-2010 was a very busy year for the Employee Relations Division of Human Resources with the collective bargaining process with the Nunavut Teachers Association beginning in May, 2009 and continuing throughout the year.

An Attendance Management Program was identified as necessary to the GN to improve the Public Service's client service availability to Nunavummiut. Plans were laid to hire a leave & attendance consultant and begin drafting a program.

The Government of Nunavut was actively promoted as an employer of choice throughout the year. High schools were visited, engaging and encouraging students to work actively towards productive careers. Human Resources participated in the Nunavut Trade Show organized by the Baffin Regional Chamber of Commerce. Human Resources travelled and promoted career opportunities in conjunction with the Community Economic Development Trade, Service & Career fairs. Qikiqtaaluk communities visited included Clyde River, Arctic Bay, Pond Inlet, Sanikiluaq and Kimmirut.

546 employees received Long Service Awards. Length of service ranged from 5 to 35 years. Employee recognition is an important part of our Public Service and we continue to look for ways to say thank you to our public servants.

In accordance with Section 3(2) of the *Public Service Act*, I have the honour of submitting the Public Service Annual Report for the period April 1, 2009 to March 31, 2010.

2. Inuit Employment Initiatives

The Government of Nunavut is fully committed to building an effective, functional and skilled public service in support of Article 23 of the *Nunavut Land Claims Agreement* to increase Inuit participation in government employment to a representative level of the population across all occupational categories. The Department of Human Resources plays a key role in helping to achieve the goals of the Government of Nunavut in all GN departments and some agencies through producing statistical reports, assisting in updating their Inuit Employment Plans, and providing leadership in the implementation of Inuit employment initiatives. Another vital role is ensuring there are human resources management tools available that are current, culturally sensitive, effective and beneficial to Nunavummiut by maintaining and increasing Inuit employment within the government.

One of these key tools is the production of crucial statistical reports. The reports are completed on a quarterly basis and demonstrate GN departments and agencies success in recruiting and retaining beneficiary and non-beneficiary employees. The report is comprehensive, including all communities, broken down by beneficiary and non-beneficiary and include six occupational groups showing data by human resource capacity and employee status (indeterminate, casual).

The March 31, 2010 *Towards Representative Public Service* report indicates that overall, beneficiary representation in the GN was at 51 percent, less than 1 percent from last year and short of meeting the interim target of 56 percent. However, four departments and one agency were notable for their achievement in meeting or even exceeding the interim target. Overall, beneficiary representation in occupational categories that exceeded the interim target was in the Administrative Support at 91 percent and Paraprofessional at 70 percent.

The middle management category experienced a 1 percent decrease; however there was no percentage change in the professional employment category. Additional details on beneficiary representation in the public service can be found in the Workforce Profile section of this report and online under the quarterly reports "*Towards a Representative Public Service*".

Priority Hiring

The Priority Hiring Policy plays an important role in ensuring that the Government of Nunavut fulfills its obligation under Article 23 of the *Nunavut Land Claims Agreement*. The policy gives priority consideration in the recruitment and selection of GN employees to Inuit beneficiaries. The Priority Hiring Policy is applied to all GN job competitions across Nunavut in all occupational categories.

As required by collective agreements, beneficiaries on lay-off status are given priority consideration over non-beneficiaries on lay-off status. Beneficiaries who apply for employment with the GN are considered before all other applicants.

If a beneficiary meets the qualifications for the position which is determined during the screening process, they will be interviewed for the position. If they are successful during the interview process, the applicant is hired. If a qualified beneficiary applicant is not identified during the screening or interview process, non-beneficiary candidates are then considered for the position.

Job opportunities are broadcast on local radio and cable television, which is an effective medium in geographically remote communities. In addition, the standard methods of job posting in newspapers, bulletin boards, web/job sites, and the government website continue to be used.

To further demonstrate the GN's commitment to increasing Inuit employment in the workplace, departments are increasingly offering term positions to successful non-beneficiary candidates to ensure that future employment opportunities are available to beneficiaries.

An interim review of the Priority Hiring Policy was conducted in the fall of 2007. The Policy has been extended to March of 2010.

Summer Student Employment Equity Program

The Summer Student Employment Equity Program (SSEEP) is designed to provide challenging and enriching opportunities for secondary and post secondary Nunavummiut students to gain work experience with the GN. The major objective of this program is to expose students to a variety of careers available within the public service and to encourage students to consider the GN as the employer of choice after graduation.

The program is aimed at providing employment opportunities that will help students complement their academic programs, help fund their education and thereby further encourage students to complete their studies, develop critical skills and improve employability after graduation.

The SSEEP program includes orientation, mentorship, and evaluation components, which ensures that students are provided with the necessary support and development to gain meaningful work experience. The program also attempts to balance the priority hiring of beneficiary students with the needs of non-beneficiary students.

The 2009-10 SSEEP saw a total of 165 students participate in the program (80% beneficiary). In addition to the consistent application of the Priority Hiring Policy, priority placement is given to Nunavut high school and college students, as well as Nunavummiut who are studying in post secondary institutions outside of the territory.

Summer Student Employment Equity Program

FY	# Students	# Beneficiary	% Beneficiary
2009-10	165	132	80%
2008-09	128	96	75%
2007-08	176	145	82%
2006-07	207	168	81%
2005-06	144	107	74%
2004-05	130	105	81%
2003-04	141	99	70%
2002-03	141	83	59%
2001-02	71	51	72%
TOTAL	**1303**	**986**	**76%**

"*Sivuliqtiksat*" – Internship Program

Sivuliqtiksat is a GN internship program that is designed to provide development opportunities for beneficiaries to take on leadership positions (Manager/Director level) and specialized positions that are unique to a department. This focus assists the GN in filling gaps in the senior, middle, professional and paraprofessional occupational categories. In 2009-10, the Department of Human Resources supported a total of 10 positions in the program, which is open only to beneficiaries of the *NLCA*. An additional 8 interns will be hired in 2010-11.

Since the program's inception in January 2003, a total of 39 interns have been hired and 13 have graduated from the program, 10 of which are still working in their target positions. At the end of March 2009, 10 interns were in the program and an additional 8 intern positions were available for recruitment in 2010-11.

Sivuliqtiksat interns complete their customized learning plan objectives through on-the-job training, completion of distance education courses, and participation in formal classroom learning. Orientation, mentoring, and work exchange assignments are also components of this program. Each intern is assigned a designated trainer for the duration of the program. Interns who successfully complete the program are appointed to their target positions.

3. Human Resources Legislative and Policy Framework

The *Public Service Act* guides the management and direction of the public service for the GN. The purpose of the Act is to describe public service authorities and rules through provisions including the appointment, direction, discipline, dismissal, terms and conditions of employment and collective bargaining for GN employees.

Public Service Act Review

The current Act has been carried forward from the Government of the Northwest Territories, with a few minor amendments. The Act does not incorporate new acts in force in Nunavut, such as the *Human Rights Act, Education Act, and Inuit Language Protection Act* and does not reflect changes to collective agreements since 1999. The current Act fails to reflect best practices in public sector labour law that have developed in the decade since this legislation was completely reviewed and revised. Furthermore, it does not clearly specify which agencies and organizations are subject to its provisions. Most importantly, the current Act does not include the Priority Hiring Policy and does not consider Inuit values. A new Act must reflect the vision of the Government of Nunavut to provide the direction for the development of an effective and skilled public service, representative of the population it serves. The incorporation of "best practices" will serve as an influential tool and a positive means of retaining and recruiting staff.

The GN cabinet has directed the Minister of Human Resources to develop a *Public Service Act* that will be the foundation of a new approach to the management of public sector employees and will reflect and promote Inuit Culture, and will meet the specific needs of Nunavut.

Updated Human Resources Manual

The Directives comprising the Human Resources Manual were transferred from the GNWT in 1999. Over the past 10 years, as the terms and conditions of employees have changed, so have the Directives. The Department of Human Resources continues to update, revise, and develop Directives to the Human Resources Manual as terms and conditions of employment change and best practices are developed. The manual serves as a valuable resource that includes references to human resources policies, guidelines, and statutes.

4. Human Resources Development

The Government of Nunavut (GN) is committed to developing a competent and qualified public service, representative of the population it serves, through effective and efficient human resources development and management. In keeping with this commitment, the Department of Human Resources places great emphasis on recruiting, retaining, developing, and recognizing GN employees.

Recruitment

Staffing Capacity

Staffing capacity remains a challenge for the GN. As of March 2010, there were 3859 full time positions within the GN and of these positions, 2991 were filled. Overall staffing capacity increased by 1% from 77% in March 2009 to 78% in March 2010.

The following tables present a 2-year staffing capacity summary by community, department, and occupational category.

Capacity Distribution by Community

	March 2009				March 2010			
COMMUNITY	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Arctic Bay	45	2	43	96%	44	1	43	98%
Qikiqtarjuaq	42	4	38	90%	39	2	37	95%
Cape Dorset	118	21	97	82%	108	13	95	88%
Clyde River	52	6	46	88%	54	7	47	87%
Grise Fiord	18	7	11	61%	19	4	15	79%
Hall Beach	47	11	36	77%	41	4	37	90%
Igloolik	142	21	121	85%	155	44	111	72%
Iqaluit	1483	383	1100	74%	1484	370	1114	75%
Kimmirut	35	7	28	80%	35	5	30	86%
Nanisivik	4	1	3	75%	4	1	3	75%
Pangnirtung	145	34	111	77%	144	43	101	70%
Pond Inlet	139	22	117	84%	147	30	117	80%
Resolute Bay	22	5	17	77%	24	5	19	79%
Sanikiluaq	47	8	39	83%	45	6	39	87%
Total Baffin	2339	532	1807	77%	2343	535	1808	77%
Arviat	204	40	164	80%	207	46	161	78%
Baker Lake	150	20	130	87%	154	15	139	90%
Chesterfield Inlet	30	4	26	87%	30	3	27	90%
Coral Harbour	55	9	46	84%	49	4	45	92%
Rankin Inlet	399	112	287	72%	404	100	304	75%
Repulse Bay	41	8	33	80%	38	4	34	89%
Whale Cove	33	5	28	85%	31	4	27	87%
Total Kivalliq	912	198	714	78%	913	176	737	81%
Bathurst Inlet	1	0	1	100%	0	0	0	-
Umingmaktok	1	0	1	100%	0	0	0	-
Cambridge Bay	261	96	165	63%	263	96	167	63%
Gjoa Haven	79	8	71	90%	103	28	75	73%
Kugluktuk	139	33	106	76%	138	22	116	84%
Kugaaruk	40	8	32	80%	40	5	35	88%
Taloyoak	43	7	36	84%	40	3	37	93%
Total Kitikmeot	564	152	412	73%	584	154	430	74%
Winnipeg	8	0	8	100%	7	0	7	100%
Churchill	11	4	7	64%	9	1	8	89%
Ottawa	3	1	2	67%	3	2	1	33%
Total Other	22	5	17	77%	19	3	16	84%
TOTAL	**3837**	**887**	**2950**	**77%**	**3859**	**868**	**2991**	**78%**

Capacity Distribution by Department

	March 2009				March 2010			
Department	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Community & Government Services	335	81	254	76%	337	85	252	75%
Culture, Language, Elders and Youth	78	21	57	73%	80	21	59	74%
Economic Development & Transportation	130	34	96	74%	130	24	106	82%
Education	1193	123	1070	90%	1202	144	1058	88%
Environment	123	32	91	74%	120	25	95	79%
Executive & Intergovernmental Affairs	49	19	30	61%	60	29	31	52%
Finance	221	80	141	64%	204	76	128	63%
Health & Social Services	940	355	585	62%	896	291	605	68%
Human Resources	89	22	67	75%	88	23	65	74%
Justice	264	51	213	81%	264	66	198	75%
Office of the Legislative Assembly	31	6	25	81%	34	7	27	79%
Total GN Departments	3453	824	2629	76%	3415	791	2624	77%
Agencies, Boards & Corporations								
Nunavut Arctic College	133	26	107	80%	162	38	124	77%
Nunavut Housing Corporation	88	27	61	69%	100	29	71	71%
Qulliq Energy Corporation	163	10	153	94%	182	10	153	95%
Total Agencies, Boards & Corporations	384	63	321	84%	444	77	367	83%
TOTAL ALL	**3837**	**887**	**2950**	**77%**	**3859**	**868**	**2991**	**78%**

Capacity Distribution by Occupational Category

	March 2009				March 2010			
Occupational Category	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Executive	38	2	36	95%	36	3	33	92%
Senior Management	153	20	133	87%	161	25	136	84%
Middle Management	445	110	335	75%	430	79	351	82%
Professional	1229	263	966	79%	1271	265	1006	79%
Paraprofessional	1403	361	1042	74%	1401	352	1049	75%
Administrative Support	569	131	438	77%	560	144	416	74%
Total	**3837**	**887**	**2950**	**77%**	**3859**	**868**	**2991**	**78%**

Staffing

The Department of Human Resources facilitates job competitions for all other GN departments to ensure a transparent and equitable hiring process. Staffing authority has been delegated by the Minister of Human Resources to the Department of Health & Social Services, to recruit specialized health positions, to Qulliq Energy Corporation for all positions and to Nunavut Arctic College, for all college positions. The Department of Education is responsible for staffing teaching positions, as this group of employee's falls under the *Education Act*.

Job Competitions

For the 2009-10 fiscal year, the Department of Human Resources held 520 job competitions. This number does not include casual positions, direct appointments, and transfer assignments.

A total of 7672 applications were received for the 520 advertised positions in 2009-10, compared to 6172 applicants for 480 advertised positions in 2008-09. In 2009-10, of the positions advertised, 284 were filled, compared to 367 positions in 2008-09. A total of 156 positions were cancelled or re-advertised in 2009-10, compared to 177 positions in 2008-09. The remaining competitions were not completed by the end of the fiscal year.

A breakdown of job applications and hires by gender and beneficiary status appears below.

2009-10 Job Competitions

Positions Advertised	520								
Breakdown:	Total	Male	%	Female	%	Beneficiary	%	Non-Beneficiary	%
Applications	7672	3998	52%	3674	49%	2115	28%	5557	72%
Actual Hires	365	147	40%	218	60%	51	51%	179	49%

Application Summary by Fiscal Year

Fiscal Year	# Positions Advertised	# Applications	Male	Female	Beneficiary	Non-Beneficiary
2009-10	520	7672	3998	3674	2115	5557
2008-09	480	6172	3308	2864	1920	4252
2007-08	644	5509	2759	2750	1667	3842
2006-07	597	7121	3695	3426	2102	5019
2005-06	761	9382	4850	4532	3079	6303
2004-05	615	14,352	8912	5440	2073	12,279
2003-04	566	9427	5533	3894	1586	7841
2002-03	708	9105	5085	4020	1464	7641
2001-02	491	8182	4985	3197	875	7307
TOTAL	**5382**	**76,922**	**43,125**	**33,797**	**16,881**	**60,041**

Hire Summary by Fiscal Year

Fiscal Year	# Hired	Male	Female	Beneficiary	Non-Beneficiary
2009-10	365	147	218	186	179
2008-09	314	140	174	138	176
2007-08	284	121	163	129	155
2006-07	367	177	190	159	208
2005-06	508	187	321	289	219
2004-05	469	184	285	250	219
2003-04	384	171	213	199	185
2002-03	447	178	269	182	265
2001-02	350	137	213	118	232
TOTAL	**3488**	**1442**	**2046**	**1650**	**1838**

Casual Employment

The GN hires casual employees for temporary and particularly for any emergency short term assignments within departments. For example, casual employees are hired to work on special projects, to assist with a high volume of work, or to fill in for employees on leave. The Department of Human Resources in Iqaluit has two full time staff dedicated to casual employment needs. Departments plan in advance for the hiring of casual employees based on anticipated workload and staff absences. The Priority Hire Policy is applied when staffing casual positions.

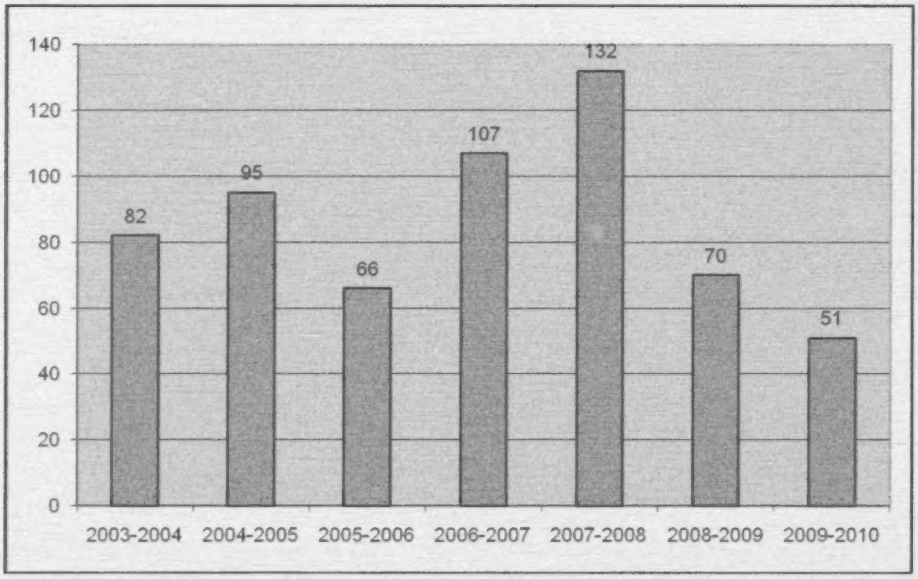
As of March 31st 2010, a total of 629 casuals were employed with the GN (62% were beneficiaries).

Direct Appointments

The Government of Nunavut is committed to staffing positions through the competition process. However, there are circumstances where appointments without competition are both necessary and justified. A direct appointment is an appointment to a position within the GN that is not filled through the competitive process. Direct appointments are mainly used to achieve a qualified and representative public service. They are also used in situations where the regular recruitment process has been unsuccessful in filling hard-to-staff positions. Direct appointments are initiated by departments, reviewed and recommended by the Department of Human Resources, and ultimately approved by Cabinet.

During 2009-10, Cabinet approved a total of 51 direct appointments. Of the 51 direct appointments approved, 46 (90%) were for beneficiaries.

Direct Appointments by Fiscal Year



Employee Retention

The retention rate for GN employees has increased significantly since 2000 when it stood at 69%. Since that time, the retention rate continued to increase and remained at 84% in both 2005-06 and 2006-07, however the retention rate for 2007-08 dropped to 80% and in 2009-10 increased to 82%. While the retention rate has significantly increased since 2000, maintaining and increasing capacity remains a challenge for the GN. Capacity and retention are important issues throughout all jurisdictions in Canada. The retention of employees is a GN priority.

Employee Recognition

The Government of Nunavut recognizes the contribution of employees who have served long periods of uninterrupted employment within the public service. Long term service award ceremonies are held once every two years to acknowledge employees for their ongoing dedication as long term GN employees in meeting the needs of Nunavummiut. For 2009-10 a total of 546 employees received awards broken down in the following categories, region and years of service.

2009-10 Long Service Awards

Region	Number of Recipients
Iqaluit	242
Baffin	101
Kivalliq	145
Kitikmeot	58
	546

Award	Number of Recipients
5 years	258
10 years	191
15 years	38
20 years	48
25 years	05
30 years	05
35 Years	01
	546

Employee Development

The Department of Human Resources coordinates the delivery of courses and training to improve the skill levels and knowledge base of GN employees. Ongoing training and development of employees is critical to building a strong and dedicated public service that is responsive to the needs of Nunavummiut.

The Department of Human Resources' Training & Development division is responsible for researching, designing, and delivering programs that address the general training needs of employees across the GN. The division works in partnership with all other departments to identify and respond to priority training needs for GN employees and to ensure that programs are relevant, cost effective, and of high quality.

(Please note that participant statistics contained in this section of the report are not necessarily reflective of individual employee participation rates. For example, one employee may have registered for more than 1 course offered as part of a specific program. As such, this one employee's participation would be reflected multiple times in the aggregate training participation data.)

Nunavut Advanced Management Program

In 2009-2010, the Department of Human Resources continued its successful partnership with Saint Mary's University to deliver a 10-module management training program for employees in Headquarters. Faculty from Saint Mary's University travelled to Iqaluit each month to deliver a 2.5-day module. Modules covered such areas as business communication, program evaluation, leadership, and budgeting. Participants must complete 8 of 10 modules to complete the program. A unique feature of this program is that it gives participants the opportunity to learn from and network with other employees and to participate in a management program "closer to home".

A total of 21 Government of Nunavut employees participated in the training program, 17 of whom are expected to graduate in June 2010 (71% of the graduates are going to be beneficiaries). A total of 73 GN employees (78% beneficiaries) have graduated from the program since 2004-05.

Employee Orientation

The Department of Human Resources hosts employee and cultural orientation sessions in communities across the territory on a regular basis. These sessions are designed to provide employees with general information about working for the GN and to complement the department/job specific orientation initiatives of each GN department. In 2009-10, a total of 34 employees attended one of 4 different orientation sessions provided in two communities across Nunavut.

2009-10 Employee Orientation Sessions

Community	# Participants	Beneficiary	Non-Beneficiary
Headquarters			
Iqaluit	9	5	4
Iqaluit	16	5	11
Iqaluit	22	13	9
Iqaluit	15	7	8
Cambridge Bay	3	0	3
Total (4 sessions)	**75**	**30**	**45**

Cultural Orientation

The Department of Human Resources recognizes the importance of providing cultural orientation when training employees, in order to clearly identify and implement practical ways to incorporate Inuit Qaujimajatuqangit into the workplace.

The Department of Human Resources offers assistance to requesting departments and customizes and tailors Cultural Orientation sessions focused on Inuit Qaujimajatuqangit principles and activities to meet the specific needs of the department's employees.

Cultural Orientation sessions are delivered in conjunction with the Employee Orientation sessions. The orientations may take place in a classroom setting or through seasonal one-day, on-the land sessions to introduce employees to the following:

- The History of Nunavut
- Inuit Qaujimajatuqangit and its Guiding Principles
- *Pinasuaqtavut & Tamapta*
- Traditional Inuit Activities
- Team Work

In 2009-10, a total of 110 employees, (35% beneficiaries) attended one of 6 different orientation sessions provided in 2 communities across Nunavut

Cultural Orientation Sessions: April 1, 2009 to March 31, 2010

Community	Date	# of Participants	Beneficiaries	Non-Beneficiaries
Iqaluit – general	May	15	5	10
Iqaluit-customized	June	22	12	10
Iqaluit - general	September	21	3	18
Iqaluit – stand alone	November	19	0	19
Iqaluit-general	January	16	4	12
Gjoa Haven	February	17	15	2
Totals		**110**	**39**	**71**

Learning & Development Opportunities

The Department of Human Resources' Learning and Development Program consists primarily of courses, workshops, and seminars that are designed to enhance employees' knowledge, skills, and abilities in their current positions and to help prepare them for higher positions within the GN. Programming is designed to meet general training needs in such areas as computer literacy, financial management, administrative services, communication, and human resources management.

In 2009-10, a total of 476 employees completed learning and development activities sponsored by the Department of Human Resources. A total of 75 course deliveries took place (72 different types of courses were offered) in 11 communities across Nunavut (Cape Dorset, Cambridge Bay, Gjoa Haven, Igloolik, Iqaluit, Kugluktuk, Pangnirtung, Pond Inlet, Baker Lake, Arviat and Rankin Inlet).

Learning & Development Program by Fiscal Year

Fiscal Year	Types of Courses Offered	# of Course Deliveries	Participants	Beneficiaries	% Beneficiaries
2009-10	72	75	476	279	58%
2008-09	72	73	532	310	58%
2007-08	46	86	628	324	52%
2006-07	56	104	1067	549	51%
2005-06	42	109	843	452	54%
2004-05	43	97	902	465	52%
2003-04	30	90	915	439	48%
2002-03	31	123	1084	423	39%
2001-02	24	89	577	233	40%
TOTAL	**344**	**771**	**6548**	**3195**	**49%**

Inuktitut/Inuinnaqtun Language Training

In 2009-10, a total of 9 language courses were offered. A total of 38 employees completed language training offered in 4 different communities. To date, 1344 self-directed "Inuktitut as a Second Language" CD-ROMs have been distributed to facilitate language learning.

2009-10 Inuktitut/Inuinnaqtun Language Training

Courses	Community	Completed	Beneficiary	Non-Beneficiary
Pigiarvik- ISL Introduction	Iqaluit	4	3	1
Allurvik- ISL Intermediate (2 classes)	Iqaluit	10	1	9
Introduction to Inuktitut	Kugaaruk	3	0	3
ISL Pigiarvik	Igloolik	4	0	4
IFL Typing	Iqaluit	4	4	0
IFL Writing with finals	Iqaluit	7	7	0
ISL Conversational Inuktitut (Begin)	Rankin	3	0	3
ISL Conversational Inuktitut (Begin)	Rankin	3	0	3
Total Courses		**38**	**15**	**23**

Inuktitut/Inuinnaqtun Language Training by Fiscal Year

Fiscal Year	Total # of Participants
2009-10	107 Self-directed CD-ROM *24 ISL* *14 IFL*
2008-09	304– Self-directed CD-ROM *125 ISL* *46 IFL*
2007-08	210– Self-directed CD-ROM *88 ISL* *39 IFL*
2006-07	626– Self-directed CD-ROM pilot *135 ISL* *27 IFL*

2005-06	97– Self-directed CD-ROM pilot *109 ISL* *26 IFL*
2004-05	*66 (ISL)* 6 (Train the Trainer) *5 (IFL)*
2003-04	122
2002-03	171
2001-02	117

ISL – Inuktitut as a Second Language
IFL – Inuktitut as a First Language

Government of Nunavut Certificate in Financial Management

In partnership with Nunavut Arctic College and the Department of Finance, the Department of Human Resources has been offering the GN Certificate in Financial Management. This non-accredited program provides an introduction to the financial planning and control processes of the government. The series of six training modules is used to orient new employees, provide professional development for those currently in government, prepare employees for advancement, or to provide a refresher course for middle and senior managers. There is an exam at the end of each seminar and those who complete and pass all modules will receive a certificate. The training modules include:

1. Government Organization in Nunavut
2. Program Planning
3. Financial Authority
4. Control Systems
5. Control Procedures
6. Financial Administration

In 2009-10, all financial management training module materials were updated; modules were still used while the updating was occurring. To date, a total of 13 GN employees have successfully completed the program. Another 164 employees (50% of whom are beneficiaries) have completed various component modules of the program and have the potential to get their Certificate in Financial Management at a later date.

Occupational Training Programs

Occupational Training Programs are comprehensive training programs targeted towards types of positions that are found in all departments. In 2009-10, the Department of Human Resources in partnership with PBBA Think Training of Nova Scotia, delivered 5 Occupational Training Programs in 3 communities (Iqaluit, Rankin Inlet, and Cambridge Bay) by accessing resources from the newly established Training Fund. Targeted training programs included the following:

1. **Human Resource Management** which was designed for human resource professional positions such as HR coordinators, assistants, officers or positions with HR responsibilities that needed practical hands-on strategies.

2. **Supervisory Development** that was designed for those in supervisory positions or front-line management positions to increase knowledge and skills in a variety of management practices.

3. **Administrative Professional** which was designed for advanced administrative positions such as executive assistants or secretaries, administrative assistants, and office managers to develop or increase skills in professional management.

Program	Community	Completed	Beneficiary	Non-Beneficiary
HR Management	Iqaluit	13	5	8
Supervisory	Iqaluit	21	12	9
Supervisory	Rankin Inlet	11	5	6
Administrative	Iqaluit	15	12	3
Administrative	Cambridge Bay	5	4	1
Totals:		**65**	**38**	**27**

In 2009-10, a total of 65 employees, (58% beneficiaries) completed one of 5 Occupational Training Programs provided in 3 communities across Nunavut.

5. Employee Relations

The Employee Relations Division of the Department of Human Resources provides labour relations services to all Government of Nunavut departments and agencies. The Division supports senior managers, excluded employees, and unionized employees who belong to either the Nunavut Teachers Union or the Nunavut Employees Union. The division has the responsibility for negotiating collective agreements with the three recognized bargaining units (NTA, NEU and QEC). The division also provides the GN Workplace Health, Safety & Wellness Program and the Employee Recognition Program.

Workplace Health, Safety, and Wellness Program

The GN is dedicated to providing a safe and respectful workplace to all employees. The Workplace Health, Safety & Wellness Program offers the Employee & Family Assistance Program, Occupational Health and Safety training, and maintains a healthy, safe, respectful, and productive environment through a strong focus on Respectful Workplace training.

Health, Safety & Wellness Training and Information Sessions

The GN is committed to providing learning and development opportunities to improve employees' knowledge of health and wellness safety legislation. Training opportunities are available to employees throughout the territory to ensure the basic requirements of Nunavut's *Safety Act*.

Health, safety and wellness training includes:

- First Aid and CPR
- Harassment Investigations
- Occupational Health & Safety
- Respectful Workplace
- Critical Incident Stress Management
- Investigation Processes
- Attendance Management

Employee & Family Assistance Program

The Employee & Family Assistance Program (EFAP) is a confidential, 24-hour, toll-free telephone counseling service. The service is available to all employees and their family members. These services are provided in all official languages by Health Canada.

2009-2010 EFAP Utilization Rates

Employee Population	**2991**	
Employees using EFAP	64	2.14%
Client Category	**#**	**%**
Individual	61	95.31%
Family	3	4.9%
TOTAL	**64**	**100%**
Client Gender		
Female	40	62.5%
Male	24	37.5%
TOTAL	**64**	**100%**
Age Distribution of Clients		
Less than 20	2	3.12%
20-29	7	11.0%
30-39	27	42.2%
40-49	18	28.1%
50 or older	10	15.6%
TOTAL	**64**	**100%**
Referred By		
Self	37	57.8%
Supervisor/Manager	7	10.9%
Family	4	6.3%
Human Resources	2	3.1%
Union	0	0.0%
Referral Agent	1	1.6%
Peer	2	3.1%
Promotional Material	11	17.2%
TOTAL	**64**	**100%**
Assessment Type		
Substance Abuse (Self/Other)	4	6.3%
Family - Couple	16	25%
Family - Children	2	3.1%
Family - Violence	3	4.7%
Psychological Health	21	32.8%
Physical Health	0	0.0%
Conflict - Supervisor	1	1.6%
Conflict - Peer	1	1.6%
Work Related - Work Load	1	4.7%
Work Related - Stress	3	4.7%
Work Related - Burnout	3	4.7%
Work Related - Frustration at work	3	4.7%
Financial	0	0.0%
Harassment	1	1.6%
Sexual Harassment	1	1.6%
Work-Related Environmental Concerns	3	4.7%
Work-Related De-motivation	1	1.6%
TOTAL	**64**	**100%**

Collective Bargaining

Nunavut Teachers' Association

A collective agreement between the GN and the Nunavut Teachers' Association (NTA) covering approximately 660 employees expired on June 30, 2009. Negotiations began in May 2009 with 2 rounds of Negotiations completed in the 2009-10 fiscal year.

Qulliq Energy Corporation

A collective agreement between the GN and Qulliq Energy Corporation QEC covering approximately 150 employees expires on December 31, 2010.

Nunavut Employees Union

A collective agreement between the GN and the Nunavut Employees Union covering approximately 2200 employees expires on September 30, 2010.

Grievances and Staffing Appeals

Grievances

The grievance process is used to resolve disputes between unionized employees and the GN. Excluded staff members also have a grievance process under the *Public Service Act*. The Department of Human Resources continues to work with departments, the NEU, and the NTA to improve grievance procedures and to allow for meaningful discussions in order to proactively resolve workplace issues.

Active grievances at March 31st, 2010

	Policy Grievance	Group Grievance	Individual Grievance	Total
NEU	5	0	51	**56**
NTA	0	0	2	**2**
Excluded	0	0	8	**8**

Policy Grievance: refers to situations where the union brings forth a complaint alleging a breach of the terms of the collective agreement resulting from the employer introducing a directive or policy that contravenes the collective agreement.

Group Grievance: refers to situations where more than one union member files a grievance alleging that the employer has failed to recognize their

collective rights pertaining to specific terms and conditions of the collective agreement.

Individual Grievance: affects the individual griever, filed by one person, either by that person, or by the union on behalf of that person.

Staffing Appeals

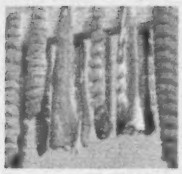
The Department of Human Resources provides a staffing appeals process to eligible appellants. The staffing appeals process allows an employee or beneficiary who has applied on a position in the NEU bargaining unit to request a review of the competition if the applicant feels that the competition was improperly conducted. In addition to Iqaluit, regional offices in Cambridge Bay and Rankin Inlet also have the capacity to deliver staffing appeal hearings. An appeal hearing provides an objective review of the staffing process. There were a total of 23 staffing appeals in 2009-2010.

2009-2010 Staffing Appeals

Region	Total	Withdrawn	Denied	Upheld
Iqaluit	7	1	6	0
Qikiqtaaluk	1	0	1	0
Kivalliq	8	2	6	0
Kitikmeot	7	2	5	0
TOTAL	**23**	**5**	**18**	**0**

Staffing Appeals Summary

Fiscal Year	Upheld	Denied	Withdrawn	Total
2009-10	0	18	5	23
2008-09	1	23	0	24
2007-08	8	16	0	24
2006-07	5	16	0	21
2005-06	4	39	0	43
2004-05	8	21	0	29
2003-04	6	25	0	31
2002-03	1	15	0	16
2001-02	2	11	0	13
2000-01	2	6	0	8
1999-00	2	10	1	13
TOTAL	**39**	**200**	**6**	**245**



6. Job Evaluation

The Department of Human Resources' Job Evaluation division has the responsibility for evaluating all non-teaching position descriptions in the public service using the Hay Job Evaluation System to promote consistent, affordable, and fair rates of pay for public servants.

Bilingual Bonus

The responsibilities and language requirement described in the job description determine the eligibility of the position for bilingual bonus. Typically, the types of positions receiving the bilingual bonus provide direct service to the public. Some examples are; judicial officers, conservation officers, receptionists, instructors and nurses.

Employees, (other than employees assigned key duties of translation in their job descriptions), who are required to use two or more of the official languages of Nunavut receive a bilingual bonus of one thousand five hundred dollars ($1,500.00) per annum.

There are 744 positions designated as bilingual in the Government of Nunavut (GN).

Employees Receiving Bilingual Bonus by Department at March 31, 2010

Department	Inuktitut	French	TOTAL
Community & Government Service	37	0	37
Culture, Language, Elders & Youth	20	1	21
Economic Development & Transportation	37	3	40
Education	180	6	186
Environment	23	0	23
Executive & Intergovernmental Affairs	30	0	30
Finance	26	0	26
Health and Social Services	225	0	225
Human Resources	33	2	35
Justice	54	2	56
Nunavut Business Credit Corporation	1	0	1
Nunavut Arctic College	35	1	36
Nunavut Housing Corporation	14	0	14
Office of the Legislative Assembly	12	2	14
TOTAL	**727**	**17**	**744**

7. Human Resources Information and Payroll System

The Departments of Community & Government Services, Finance, and Human Resources operate and maintain an integrated Human Resource Information and Payroll System (HRIPS), also referred to as Personality 2000 or P2K. Human resource systems staff members are continuing to support and improve the delivery of the human resources information and leave managements system and other components of the P2K system. The Leave and Attendance (limited self-service) module has been implemented and follow-up, review and process enhancement is still ongoing. The systems analysis group is also concentrating on systems upgrade testing and implementation over the next two years.

Implementation of the additional system components including Time Scheduling, Labour Relations, Training & Development, Recruiting, Forecasting & Costing, and Safety and Health are being considered and may be implemented based on needs assessment and service requirements.

8. Workforce Profile

The information contained in this section of the report is extracted from the Human Resource Information and Payroll System[1] (P2K) and the *Towards a Representative Public Service* reports. Job competition information is extracted from the Department of Human Resources' job competition database[2]. In order to provide for useful comparisons of workforce statistics, some of the graphs and charts contain historical data.

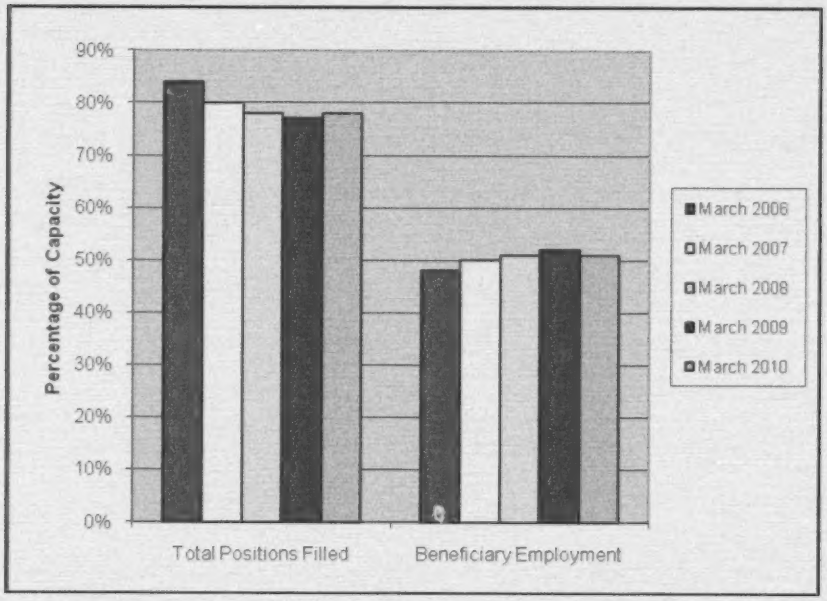
The Departments of Human Resources and Finance continue to enhance information collection mechanisms through the implementation of P2K.

In March 2010, the average employee was 43 years of age, earned approximately $77,258 a year and had 6.6 years of service in the Government of Nunavut (GN). The average beneficiary male employee was 42 years of age, earned approximately $71,286 a year and had 7.8 years of service. The average beneficiary female employee was 42 years of age, earned approximately $68,653 a year and had 7.8 years of service. The average non-beneficiary male employee was 44 years of age, earned approximate $87,895 a year and had 5.4 years of service. The average non-beneficiary female employee was 42 years of age, earned $82,187 a year and had 5.2 years of service.

[1] Information on employee gender, salary, years of service, age, and pay group are for full-time equivalent (FTE) employees only. Data generated by P2K for March 2006 has been slightly adjusted from the published 2005-06 Public Service Annual Report to reflect revised data collection methodology.

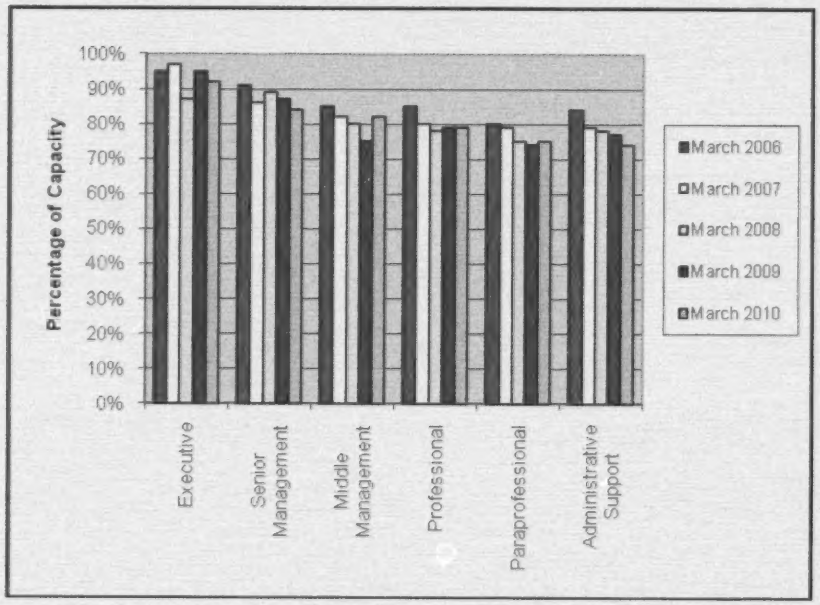
[2] Job competition information does not include Nunavut Arctic College, teaching, and specialized health care positions.

Staffing Capacity and Inuit Representation



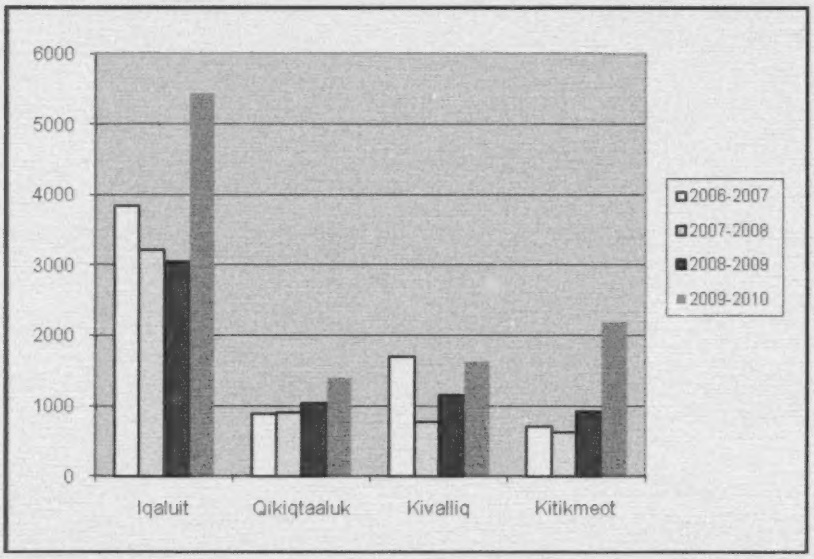
***Statistics include employees of Qulliq Energy Corporation and GN Boards and Agencies.**

Capacity Distribution by Occupational Category

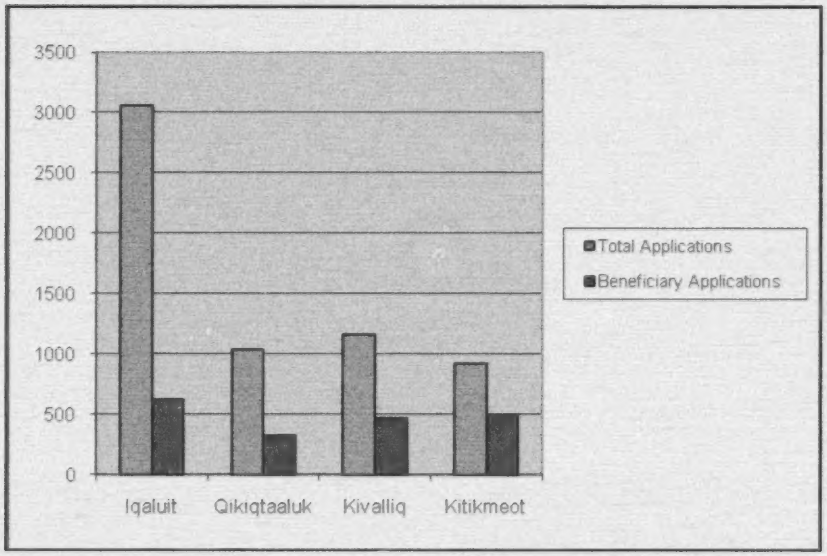


***Statistics include employees of Qulliq Energy Corporation and GN Boards and Agencies.**

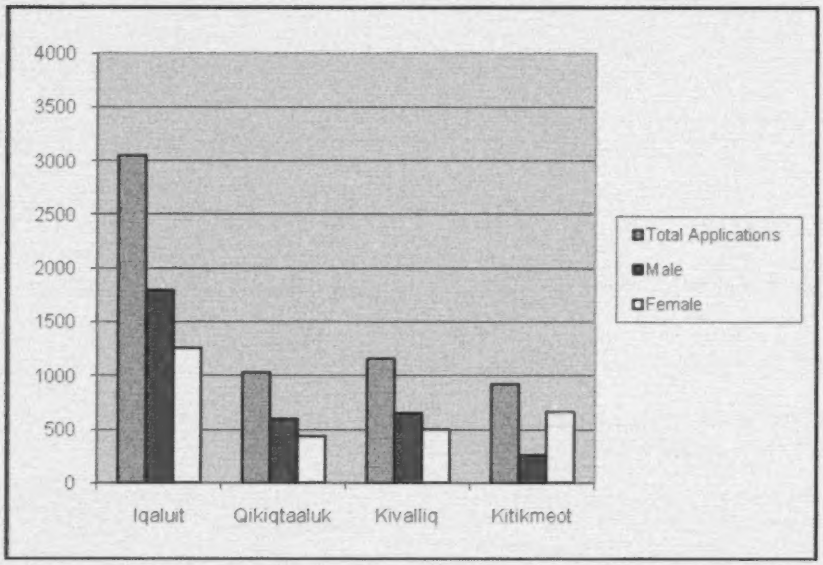
Total Job Applications by Region



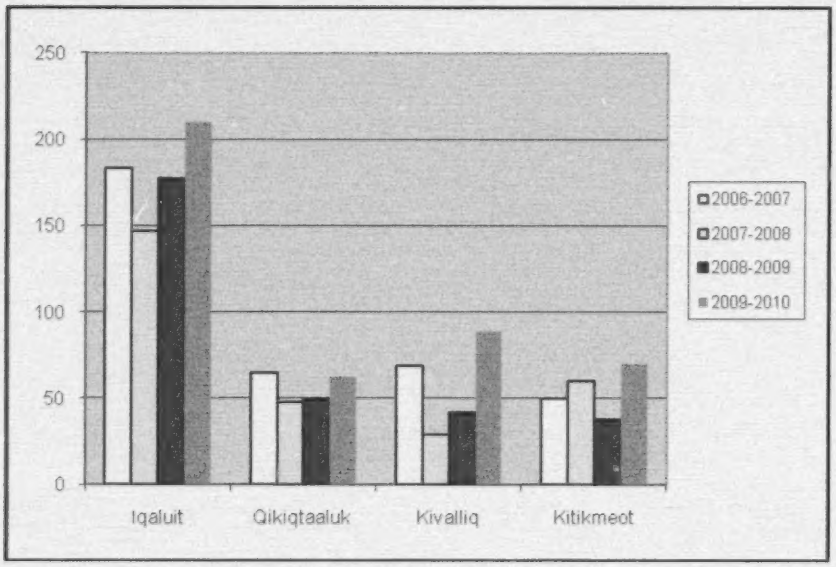
Total Job Applications and Beneficiary Applications by Region 2009-2010



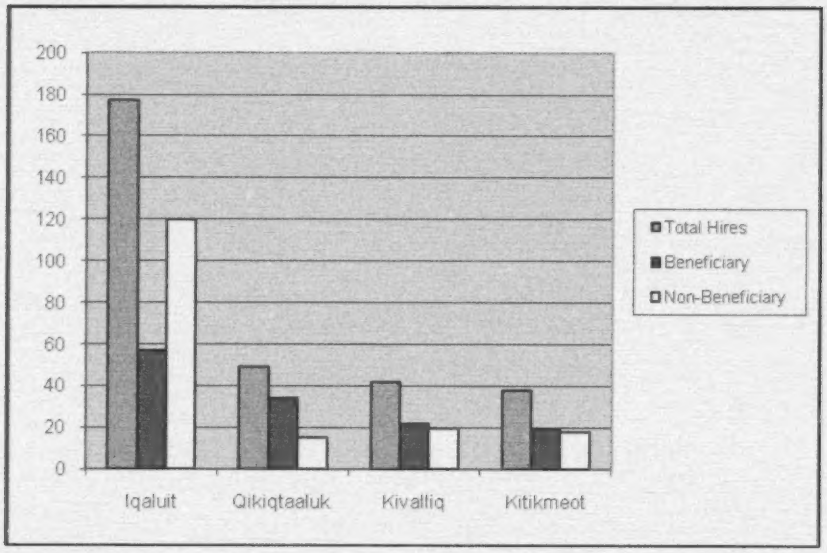
Total Job Applications and Gender by Region 2009-2010



Total Hires by Region



Total Hires and Beneficiary Hires by Region 2009-2010



Beneficiary Employment by Community

COMMUNITY	March 2009			March 2010		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
BAFFIN	1807	859	48%	1808	826	48%
Arctic Bay	43	27	63%	43	28	65%
Qikiqtarjuaq	38	25	70%	37	24	65%
Cape Dorset	97	49	51%	95	41	43%
Clyde River	46	32	71%	47	33	70%
Grise Fiord	11	7	71%	15	9	60%
Hall Beach	36	24	73%	37	23	62%
Igloolik	121	76	64%	111	73	66%
Iqaluit	1100	422	38%	1114	410	37%
Kimmirut	28	17	61%	30	17	57%
Nanisivik	3	3	100%	3	3	100%
Pangnirtung	111	76	68%	101	62	61%
Pond Inlet	117	68	58%	117	69	59%
Resolute Bay	17	7	41%	19	10	53%
Sanikiluaq	39	26	67%	39	24	62%
KIVALLIQ	714	445	62%	737	444	46%
Arviat	164	114	70%	161	106	66%
Baker Lake	130	70	54%	139	76	55%
Chesterfield Inlet	26	20	77%	27	20	74%
Coral Harbour	46	29	63%	45	29	64%
Rankin Inlet	287	175	61%	304	175	58%
Repulse Bay	33	18	55%	34	19	56%
Whale Cove	28	19	68%	27	19	70%
KITIKMEOT	412	222	54%	430	237	60%
Bathurst Inlet	1	1	100%	0	0	-
Umingmaktok	1	1	100%	0	0	-
Cambridge Bay	165	71	43%	167	83	50%
Gjoa Haven	71	48	68%	75	49	65%
Kugaaruk	32	18	56%	116	64	55%
Kugluktuk	106	57	54%	35	17	49%
Taloyoak	36	26	72%	37	24	65%
OTHER	16	5	31%	16	5	55%
Winnipeg	8	4	50%	7	4	57%
Churchill	7	1	14%	8	1	13%
Ottawa	1	0	0%	1	0	0%
TOTAL	2949	1531	52%	2991	1512	51%

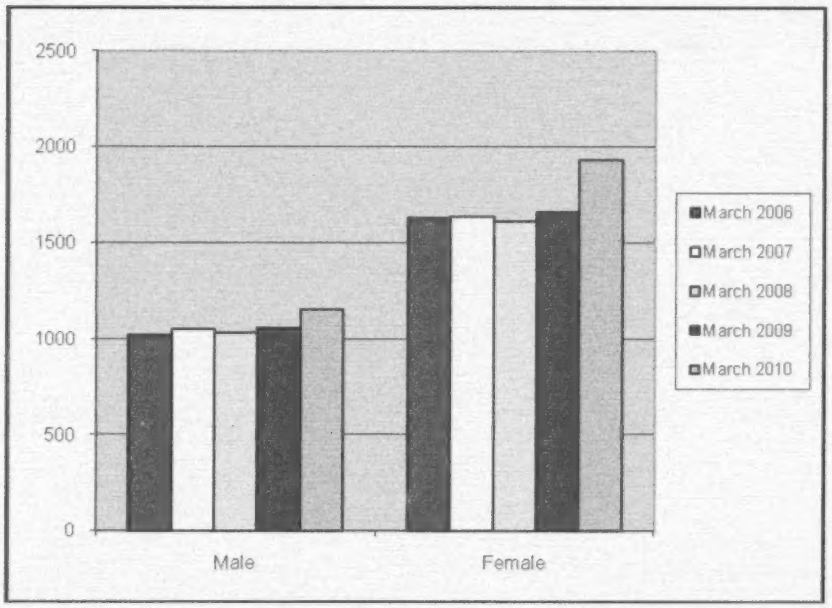
Beneficiary Employment by Department

DEPARTMENT	March 2009			March 2010		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
Community & Government Services	254	115	45%	252	109	43%
Culture, Language, Elders & Youth	57	37	65%	59	40	68%
Economic Development & Transportation	96	48	50%	106	59	56%
Education	1070	572	53%	1058	561	53%
Environment	91	40	44%	95	39	41%
Executive & Intergovernmental Affairs	30	20	67%	31	21	68%
Finance	141	65	46%	128	55	43%
Health & Social Services	585	305	52%	605	288	48%
Human Resources	67	44	66%	65	38	58%
Justice	213	106	50%	198	94	47%
Office of the Legislative Assembly	25	13	52%	27	14	52%
Nunavut Arctic College	107	53	50%	124	65	52%
Nunavut Housing Corporation	61	29	48%	71	28	39%
Qulliq Energy Corporation	153	84	55%	172	101	59%
TOTAL	2950	1531	52%	2991	1512	51%

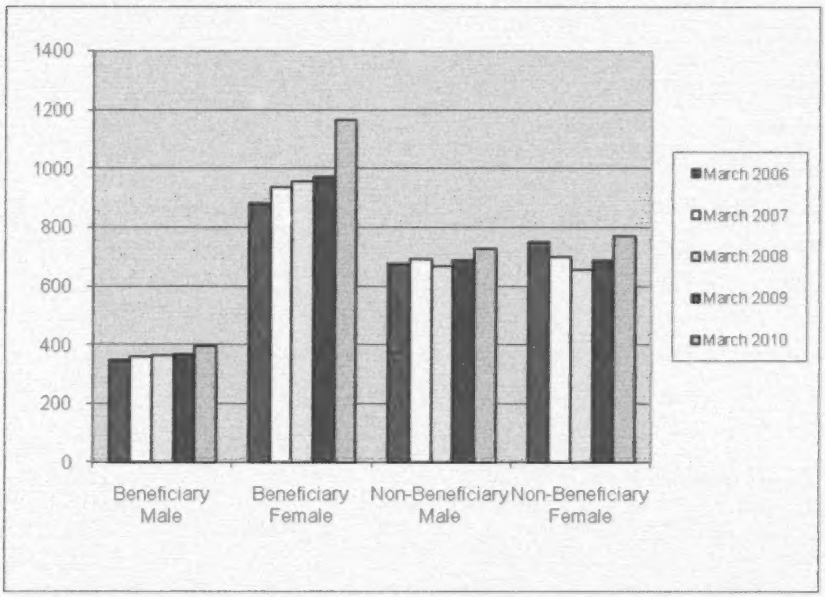
Beneficiary Employment by Occupational Group

OCCUPATIONAL GROUP	March 2009			March 2010		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
Executive	36	19	53%	33	14	42%
Senior Management	133	30	23%	136	30	22%
Middle Management	335	89	27%	351	90	26%
Professional	966	250	26%	1006	266	26%
Paraprofessional	1042	733	70%	1049	735	70%
Administrative Support	438	410	94%	416	377	91%
TOTAL	2950	1531	52%	2991	1512	51%

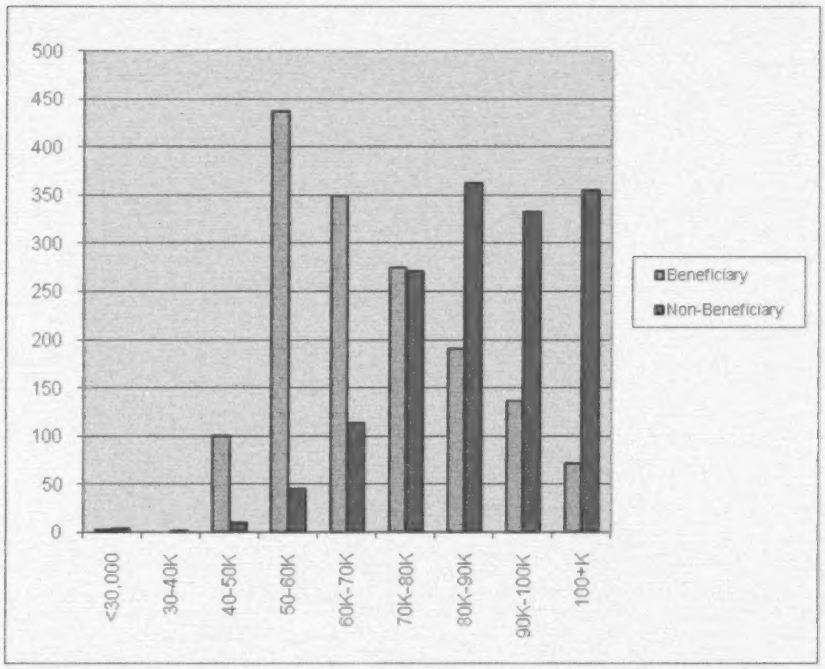
Employees by Gender



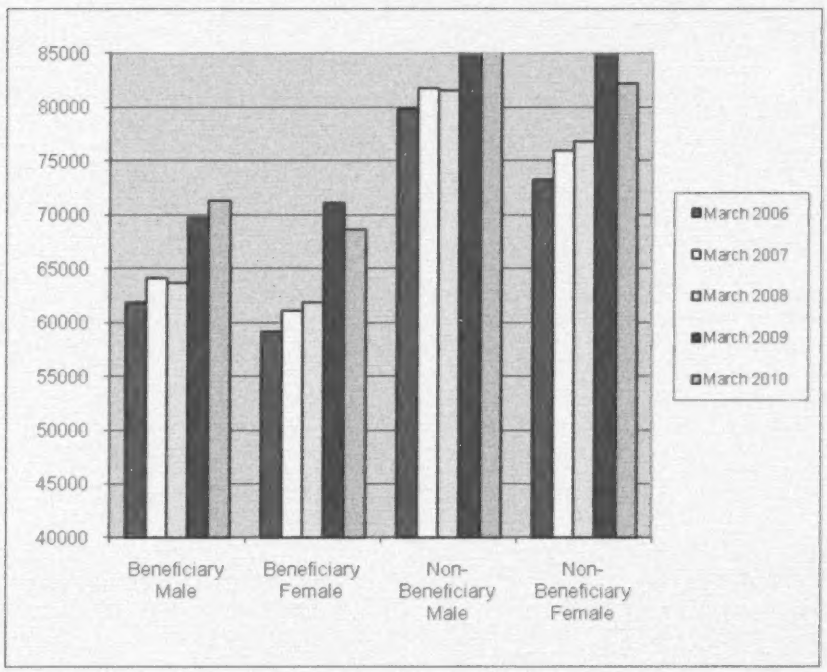
Employees by Beneficiary Status and Gender



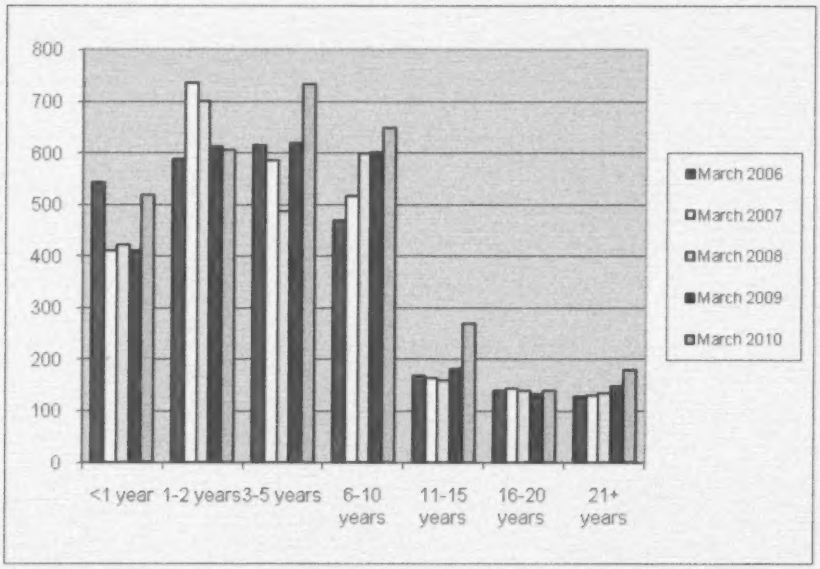
Employees by Salary Range and Beneficiary Status - March 2009



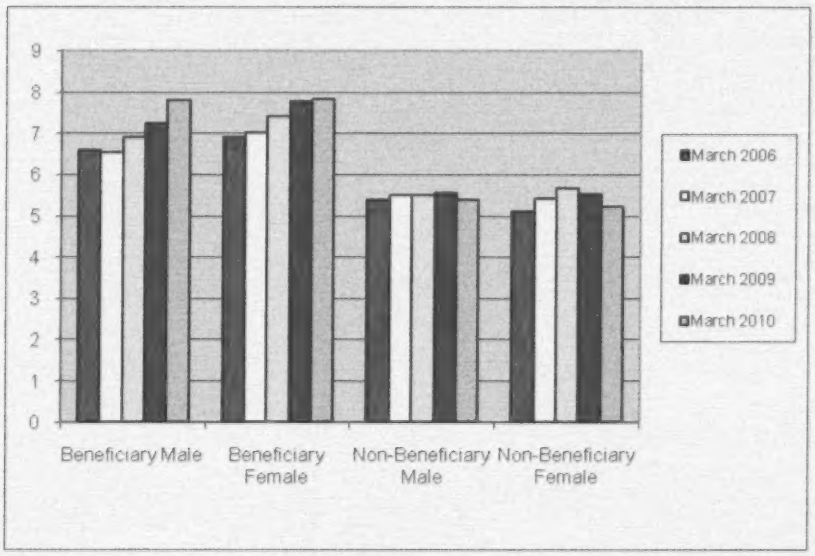
Average Annual Salary by Beneficiary Status and Gender



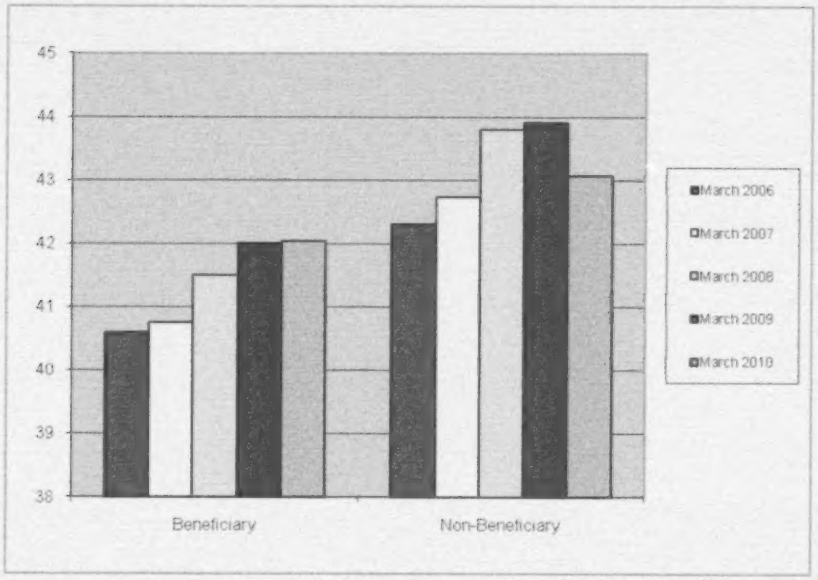
Employees by Years of Service



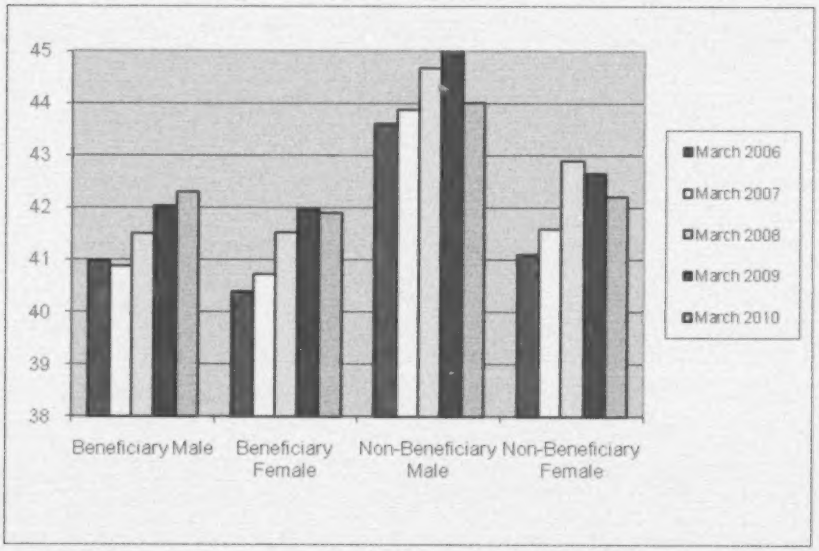
Average Years of Service by Beneficiary Status and Gender



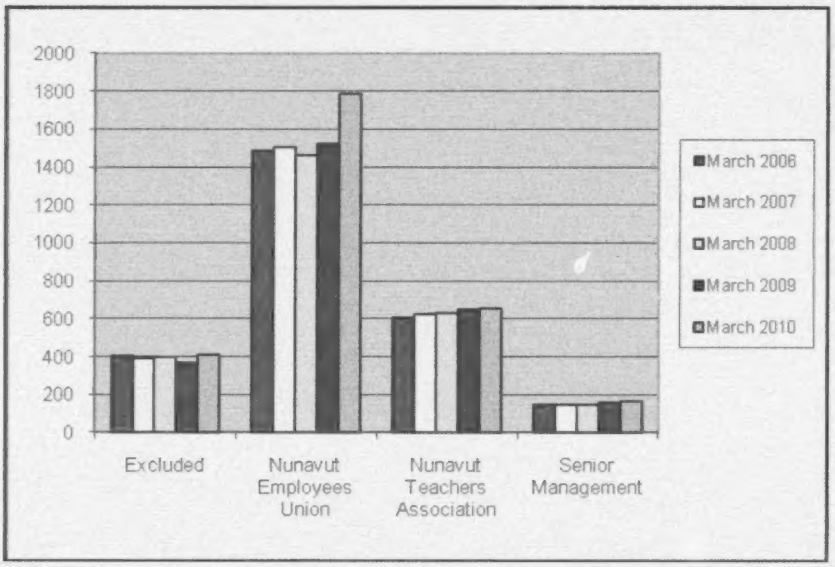
Average Age of Employees by Beneficiary Status



Average Age of Employees by Beneficiary Status and Gender



Employees by Pay Group



Employee Turnover* by Pay Group

EMPLOYEE GROUP	Departure Rate (%) 2001**	Departure Rate (%) 2002**	Departure Rate (%) 2003-04***	Departure Rate (%) 2004-05	Departure Rate (%) 2005-06	Departure Rate (%) 2006-07	Departure Rate (%) 2007-08	Departure Rate (%) 2008-09	Departure Rate (%) 2009-10
Excluded Employees	26%	19%	18%	15%	15%	14%	21%	18%	11%
Nunavut Teachers' Association	21%	21%	18%	21%	22%	22%	25%	19%	18%
Senior Management	19%	13%	13%	13%	13%	12%	15%	12%	14%
Nunavut Employees Union	34%	18%	20%	17%	14%	14%	19%	18%	14%
TOTAL	**28%**	**19%**	**18%**	**18%**	**16%**	**16%**	**20%**	**18%**	**14%**

* *Employees leaving GN*
** *Calendar Year*
*** *Data was collected over a 15 month period (Dec. 31, 2003 – March 31, 2004) but adjusted to reflect a 12 month departure rate.*